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**BOARD OF SUPERVISORS
FINANCE/GOVERNMENT SERVICES COMMITTEE
& PUBLIC SAFETY COMMITTEE
ACTION ITEM**

SUBJECT: NEW PAYBAND STRUCTURE FOR SHERIFF'S OFFICE UNIFORMED POSITIONS

ELECTION DISTRICT: COUNTY-WIDE

CRITICAL ACTION DATE: JUNE 15, 2004

RECOMMENDATION:

STAFF: Staff recommends that the Finance/Government Services and Public Safety Committees recommend to the Board of Supervisors at the July 6, 2004 meeting to approve the adoption of a new payband structure for uniformed positions within the Sheriff's Office as outlined in Attachment 1.

PURPOSE: The primary objectives and goals in establishing the new paybands, which will be separate from the current Countywide payband structure, is to: 1) establish minimum and maximum pay ranges to accommodate a hierarchy for all job rank levels in the Sheriff's Office, 2) benchmark the County pay structure with public safety pay plans in the market to ensure competitiveness, and 3) provide a structure to accommodate implementation of the Sheriff's Office initiative to establish Master Deputy Program that the Board of Supervisors approved in the FY05 Budget. The recommended pay structure for uniformed positions in the Sheriff's Office (see Attachment 1) supports pay delivery that differentiates rank levels. The approval of the Sheriff's salary supplement by the Board of Supervisors was the initial action to manage pay compression issues resulting from the State Compensation Board's 90% of pay rule. Once these new paybands are established in the Sheriff's Office, staff will next evaluate positions in the Department of Fire, Rescue and Emergency Management and the Department of Animal Care and Control in order to meet the same objectives and goals as stated above.

BACKGROUND: In December 2003, the County Administrator requested staff to review and provide recommendations to develop a salary structure and to address pay delivery issues that the rank hierarchy supports. The Sheriff's Office currently has the Sergeant and 2nd Lieutenant ranks and the 1st Lieutenant and Captain ranks in the same payband range. The use of the same payband range for these ranks results from a Department management reorganization and a County-wide compensation review. The 1st Lieutenant position was a rank not being used when the payband assignments were made. Subsequently, through the FY05 Budget process the Sheriff established two 1st Lieutenant Duty Officer positions to assume shift command responsibilities. Due to the use of this rank structure, a duplicate salary range now creates a

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compression issue in the Department.

In order to accommodate the paramilitary rank structure, staff conducted an analysis of the surrounding jurisdictions salary structures (Fairfax, Prince William, Arlington and Alexandria's Police Departments and Sheriff's Offices) and, as a result, staff is recommending the attached pay structure be adopted. Staff analysis of the other jurisdictions indicates that the ranks/levels within these structures are assigned individual salary ranges that increase incrementally for each higher rank and/or level and that public safety agencies have salary structures separate from the rest of their organization. The recommendation offered by staff will resolve the salary structure issue in the Sheriff's Office and offer the County the ability to assign enforcement positions in other County agencies to these paybands in the future, as deemed appropriate.

ISSUES:

1. The County's current salary structure no longer provides individual salary ranges for each representative rank within the Sheriff's Office.
2. The County's current salary structure cannot accommodate the 1st Lieutenant rank within the Sheriff's Office. The 1st Lieutenant rank provides a key intermediate manager that can provide programmatic and shift leadership. This rank level is typically found in paramilitary type structures below the rank of Captain.
3. The County's current salary structure does not accommodate a method for hierarchical progression to implement the Sheriff's Master Deputy Program.

ALTERNATIVES:

1. The Finance/Government Services Committee and Public Safety Committee could recommend disapproval of the new payband structure and determine that each Sheriff's Office rank be assigned to one of the current County paybands (regardless of level) ensuring each rank be placed in a payband, but beginning salary would be at a different place in the salary range. For example, both the 1st Lt position and the Captain ranks could remain in the Advisors & Managers II band, but the Captains could be designated to have starting salaries at +30% of the range.
2. The Finance/Government Services Committee and Public Safety Committee could recommend disapproval of the new payband structure for Sheriff's Office Deputies and determine that they remain as they are assigned in the County's current payband structure.

FISCAL IMPACT:

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Additional funding will be needed to bring staff up to the new minimum of their assigned payband. Cost is estimated at approximately \$30,000 (as of June 1, 2004) per new salary structure as attached. Funds can be managed within the Sheriff's Department FY05 Proposed Budget to cover the additional costs.

DRAFT MOTION: I move that the Finance/Government Services and Public Safety Committees recommend to the Board of Supervisors at the July 6, 2004 meeting, approval of the new payband structure for the Sheriff's Office uniformed positions as outlined in Attachment 1 to be effective retroactively to July 1, 2004.

or

I move (alternate motion)

STAFF CONTACT: Department of Management Services/John Wells
Department of Management Services/Susan Hack
Department of Management Services/Tom Koenig

ATTACHMENTS:

Attachment 1 – Recommended Payband Structure for Sheriff's Office Uniformed Positions

Attachment 2 - Salary Structure Comparison – Public Safety Positions

Attachment 3 – Current Salary Ranges, Loudoun County - Chart

Attachment 4 - Sheriff's Office Memorandum, dated January 8, 2004